Nova Scotia

ANNUAL REPORT

for the fiscal year
ending March 31, 1985

Civil Service Commission

To His Honour

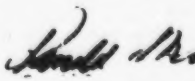
The Honourable Alan R. Abraham, C.D.
Lieutenant-Governor of Nova Scotia

May It Please Your Honour:

I have the honour to submit herewith the Report of the Nova Scotia Civil Service Commission for the year ending March 31, 1985.

I have the honour to be Sir,

Your obedient servant,



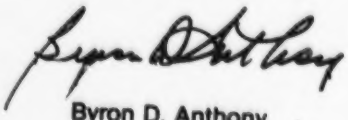
Ronald S. Russell
Minister in Charge of Administration
of the Civil Service Act

The Honourable Ronald S. Russell
Minister in Charge of Administration
of the Civil Service Act
Province of Nova Scotia

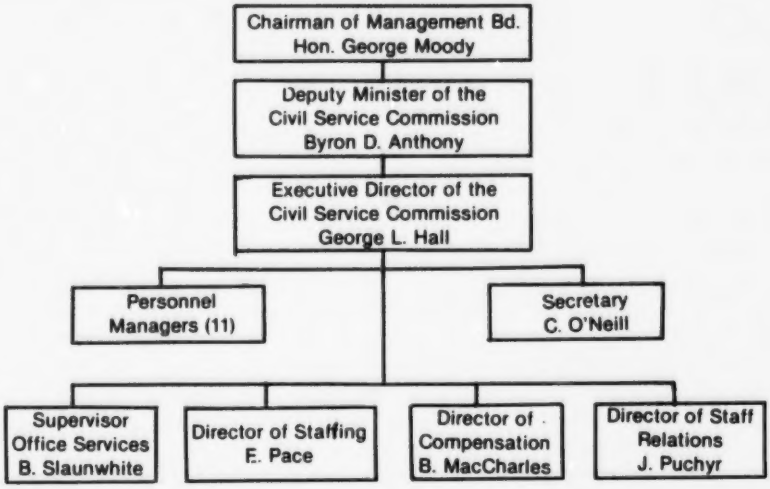
Sir:

I have the honour to present the Annual Report of the Civil Service Commission for the fiscal year ending March 31, 1985.

Respectfully submitted,



Byron D. Anthony
Deputy Minister


Chairman of Management Bd.
Hon. George Moody
Deputy Minister of the
Civil Service Commission
Byron D. Anthony
Executive Director of the
Civil Service Commission
George L. Hall
Personnel
Managers (11)
Secretary
C. O'Neill
Supervisor
Office Services
B. Slaunwhite
Director of Staffing
E. Pace
Director of
Compensation
B. MacCharles
Director of Staff
Relations
J. Puchyr

STAFFING DIVISION — ANNUAL REPORT

The services provided by the Staffing Division are organized and delivered through three operating sections:

- Departmental Staffing
- Affirmative Action
- Human Resource Development

DEPARTMENTAL STAFFING

The primary goal of this section is to assist departmental managers to recruit and select persons to fill approved vacancies within the various departments and agencies and on the boards and commissions of government. During fiscal year 1984-85, the section received 1,225 declarations of vacancy. These vacancies were distributed proportionally throughout the various civil service job categories, including clerical, technical, professional, health services, maintenance and management. As in the previous year, the Division experienced little difficulty in attracting candidates for most positions.

In excess of 21,000 applications were received in response to the various methods of publicizing those vacancies. It was not unusual to receive in excess of 300 applications for some positions. This volume placed additional pressures on the staffing systems and the individual staffing officer in determining the number of applicants to be placed on the eligible lists. However, despite the large number of general applicants, a number of positions remained open for long periods of time due to our inability to recruit individuals with specific types and levels of knowledge and skill. Some examples include positions for occupational therapists, physiotherapists, pharmacists, special unit nurses and specialized technology instructors.

A total of 1,287 appointments were made during the year. A typical approach to filling a vacancy would include the following steps: First, most vacancies are described and posted for a minimum of two weeks; vacancy information is published and circulated within all departments and in many public and government offices throughout the province. Following the competition closing date, it is the responsibility of the staffing officer to carefully assess each applicant and compile a list of persons who appear to be

suitably qualified and merit further consideration. Interviews are conducted, followed in many cases by other forms of examination and reference checks. The most suitably qualified individual is identified and appointed to the position. During the past year, the staffing officers conducted 2,059 interviews at the Commission and participated in 48 departmental selection committees. The officers also assisted departments in filling more than 300 casual and temporary positions.

It has been encouraging to witness an increase in the number of civil servants expressing an interest in alternative civil service employment. It was not unusual to have 10-12 employees apply for a vacancy. What was somewhat surprising was the number who were willing to accept a lateral transfer or, in some cases, a demotion. This increased interest among current civil service staff has resulted in a corresponding increase in the number of in-service competitions.

There were 14 employee grievances related to staffing decisions. We have taken steps to eliminate some of the weaknesses and problems identified by adjudicators. Guidelines for employee selection were issued to all departments. Also, a number of staffing workshops for managers were conducted both to emphasize the need to properly plan for the selection interview, and to assist managers through the process of job analysis, development of selection criteria, rating forms, interview questions, reference checks and proper documentation of the competition.

A report was finalized on the implications of introducing continuing part-time employment with pro-rated benefits. Most of the recommendations were approved, and negotiations with the Nova Scotia Government Employees Union (N.S.G.E.U.) have begun.

The first phase of a management skills inventory was completed. Basic educational and employment information was compiled on approximately 1,300 management employees. The second phase of the project will provide each manager with the opportunity to update the information through questionnaire and/or interviews.

The Section continues to provide employment counselling and information to a large number of persons interested in civil service employment. Visits were made to 24 public schools and universities, and to a number of assisting organizations dealing with the

employment of the disadvantaged. The employment information centre experienced an extremely busy year, with over 30,000 individuals visiting the office.

APPOINTMENTS BY PAY PLAN
April 1984 — March 1985

Pay Plan	Total to Date
Administrative Support	44
Clerical and Related	323
Dental Services	—
Educational (A)	38
Educational (B)	31
Health Services (A)	86
Health Services (B)	94
Health Services (N)	281
Management Compensation	76
Maintenance	27
Medical	3
Pathologists	2
Professional	126
Service and Related	48
Technical	108
TOTAL	1,287

DEPARTMENTAL APPOINTMENTS
April 1984 — March 1985

Department	Appointments
Agriculture & Marketing	37
Attorney General	55
Auditor General	1
Civil Service Commission	3
Consumer Affairs	3
Culture, Recreation & Fitness	19
Development	21
Education	108
Environment	12
Finance	19
Fisheries	9
Government House	—
Government Services	22
Health	46
Housing	12
Human Rights Commission	2
Labour & Manpower	22
Lands & Forests	19
Legislative Counsel	4
Management Board	—
Mines & Energy	12
Municipal Affairs	35
Nova Scotia Commission on Drug Dependency (N.S.C.O.D.D.)	16
Nova Scotia Hospital	128
Office of the Speaker	2
Ombudsman's Office	1
Policy Board	1
Premier's Office	1
Purchasing Agency	1
Social Services	86
Status of Women	—
Tourism	18
Transportation	34
Victoria General Hospital	538
TOTAL	1,287

AFFIRMATIVE ACTION

The function of the affirmative action section is to develop and implement programs to ensure equality of opportunity for civil service employment of minorities, the disabled and women.

During the year, efforts were focussed on identifying and interviewing minority groups and disabled applicants. Extensive contact was made with schools, universities, groups and communities in an effort to provide information regarding the affirmative action program and employment possibilities in the civil service. Affirmative Action officers also participated in a variety of programs specifically designed to assist persons to enter or re-enter the work force. These efforts have resulted in a much larger and diversified skills inventory, and we now have a greater ability to identify individuals with the necessary knowledge and skills to be seriously considered for a wide variety of career opportunities. Individuals who file an application with the Commission are personally contacted and, wherever possible, an interview is arranged with an Affirmative Action Officer. The educational level and occupational interest/category of the affirmative action candidates are maintained on Commission files for future referrals.

Increased emphasis was placed on identifying and referring affirmative action applicants to be considered for short-term, casual and summer employment opportunities with the various departments of government. There were 107 individuals who successfully obtained employment through this program.

CASUAL/SUMMER APPOINTMENTS

Blacks	89
Disabled	14
Native Indian	4

In cooperation with the Department of Social Services, the Section began to develop an affirmative action work experience program, whose purpose is to provide a three-month on-the-job training experience for a small number of affirmative action clients. Following completion of the training period, the individuals are entered in competitions for ongoing and casual civil service vacancies.

CIVIL SERVICE REPRESENTATION
BLACKS, NATIVE INDIANS, DISABLED PERSONS
March 1985

Year	Blacks	Native Indians	Disabled
1981	196	6	36
1982	195	5	47
1983	199	5	51
1984	204	5	50
1985	207	6	55

Women occupy approximately 56% of the total civil service workforce. At year end there were 5,544 women and 4,400 men employed in civil service positions. Most female employees are concentrated in the clerical and health services categories.

OCCUPATIONAL DISTRIBUTION BY SEX
NOVA SCOTIA CIVIL SERVICE
March 1985

	Number		% of Total Category	
	Male	Female	Male	Female
Administrative Support	9	299	3	97
Clerical	202	2,098	9	91
Dental Services	4	0	100	0
Education "A"	151	40	79	21
Education "B"	163	43	79	21
Health Services "A"	139	297	32	68
Health Services "B"	82	380	18	82
Health Services (Nursing)	33	1,189	3	97
Laboratory Scientists	5	1	83	17
Maintenance & Operational	444	4	99	1
Management Compensation Plan	951	313	75	25
Medical Services	26	6	81	19
Pathologist	10	4	71	29
Professional	702	283	71	29
Service	141	287	33	67
Technical	1,338	300	82	18
Total	4,400	5,544	44	56

Women occupy 25% of management positions. The Commission has initiated a number of career development programs at the management, supervisory and chief clerk levels. Efforts will be made to ensure an equitable representation of female employees.

Management Board approved a policy dealing with sexual harassment. Training was provided to personnel managers, line managers and committees charged with the responsibility of investigating complaints. An information brochure on this subject was distributed to all civil service employees.

SALARY DISTRIBUTION BY SEX
NOVA SCOTIA CIVIL SERVICE
March 1985

	Number		Percentage	
	Male	Female	Male	Female
Up to $25,000	1,335	3,747	26	74
$25,000 - $30,000	1,161	1,086	52	48
$30,000 - $35,000	657	468	58	42
$35,000 - $40,000	546	118	82	18
$40,000 - $45,000	307	66	82	18
$45,000 - $50,000	206	34	86	14
$50,000 plus	188	25	88	12

HUMAN RESOURCES DEVELOPMENT

The role of the Human Resources Development Section is to assist departments and agencies to meet their present and future human resource requirements by developing the skills and knowledge of employees in accordance with these identified needs.

Services provided fall within three main program areas:

- Staff Training and Development Program;
- Consulting Services; and
- Educational Leave policy administration.

The following were the priority areas of activity for the Human Resource Development Section during the last year:

- Developing and implementing programs designed to meet the particular needs of managers in the Nova Scotia government;
- Providing assistance to departments in the implementation of performance appraisal, both for managers and bargaining unit employees;
- Responding to the increased demand for department-based training programs and consulting assistance; and
- Improving the quality and accessibility of service-wide training courses.

Management Development

Several initiatives related to the development of the managerial resources of the Government have been undertaken.

The Management Development Program for middle-level managers received final approval and 40 participants representing 17 government departments and agencies were selected for the program which began in June 1985.

A second initiative has been the introduction of a Management Orientation Program consisting of a three-day program periodically conducted to welcome recently appointed managers to the management ranks and to inform them about the roles and functions of the central agencies.

An Advisory Committee on Management Development has been formed to oversee existing and future development initiatives taken with respect to the management group. It is chaired by the Executive Director of the Civil Service Commission and is composed of senior managers representing a variety of government departments and agencies.

The Committee advises the Civil Service Commission on the content of all management training courses, on future training/development needs of managers, and on a variety of broader issues concerning the development of managerial resources.

Performance Appraisal

The delivery of training and consulting services to support the implementation of the Management Performance Appraisal system has continued to be a major priority for Human Resource Development staff during the past year. In addition, a number of training and consulting events have been conducted in response to requests from departments for assistance in the design and implementation of performance appraisal systems for bargaining unit employees.

Consulting Services to Departments

Human Resource Development staff responded to a number of requests from managers for consulting assistance on a variety of issues. Typical consulting interventions have included: assisting particular occupational groups (for example, nursing staff, personnel managers) to identify the skills or competencies required for effective performance; conducting training needs identification for departments and individual work units; and assisting in the implementation of a new management communication system.

Department-Based Training

During the past year there has been a major increase in requests received from departments for training programs designed for and

delivered to intact work groups. Twenty-four days of department-based training were delivered, involving a total of 254 employees. The most frequently requested training events were related to Performance Appraisal. Other issues requested included Interviewing Skills, Roles Clarification, Instructional Techniques and Principles of Management.

Service-Wide Training

The service-wide Staff Training and Development Program continues to play an essential role in meeting the needs for service-wide training. Both the numbers of service-wide training events (67) and participants (972) increased slighily over those of the previous year (by 3% and 5%, respectively). The number of trainee person-days totalled 1,992.

The following new courses were introduced during the last year in response to previously identified training needs: Instructional Techniques, Intensive Speed Reading, Improving Performance and Public Contact Communication Skills. Each course has been very positively evaluated by participants.

External consultants with expertise in particular subjects continue to be used, but internal staff have assumed a more active role in the delivery of service-wide courses.

Regional Training

Initiatives begun during the previous year to improve the accessibility of training to employees in the Cape Breton area have been continued. The interdepartmental committee established last year to advise the Civil Service Commission on this issue has played an extremely valuable role in identifying training priorities, improving the dissemination of information on training and advising on local training resources.

In response to the training needs identified by this group, the following training events, involving a total of 116 participants, were offered in Sydney during the last year: Computers in the Office, Staff Relations for Managers, Pre-Retirement Planning, Public Contact Communication Skills, Emergency First Aid, Evidence Giving & Court Procedures and Time Management.

The delivery of training in the region and the use of local training resources have resulted in substantial cost savings to departments.

Educational Leave Program

The Human Resource Development Section administers the Government of Nova Scotia Educational Leave policy, designed to enable departments to meet their requirements for those skills that can be most effectively and economically acquired through educational leave.

Fifty-nine applications for educational leave were approved during 1984/85. The greatest number (39, or 66%) were granted for the professional development of Health Services staff through in-service training programs conducted by the Victoria General and Nova Scotia Hospitals. In addition, 5 leaves (8%) to attend graduate university programs and 4 leaves (7%) to attend undergraduate university programs were approved. Of the remaining 11 leaves, 10 were for the purpose of attending vocational training programs, and one was for a non-degree professional upgrading course.

Educational leaves may be granted with full pay or partial pay, or without pay, depending on the degree to which the training is considered essential to the department's objectives. During 1984/85, the distribution of educational leaves was as follows:

- Full pay: 49 (83%)
- Partial pay: 3 (5%)
- Without pay: 7 (12%)

STAFF TRAINING AND DEVELOPMENT PROGRAM
APRIL 1, 1984 — MARCH 31, 1985

Course	Duration (Days)	No. of Offerings	No. of Training Days	No. of Participants M	F	Total	No. of Trainee Person-Days
SERVICE-WIDE TRAINING							
Management and Supervisory Skills							
Improving Performance	2	2	4	16	8	24	48
Introduction to Performance Appraisal	1	2	2	15	8	23	23
Management Development Seminar	5	1	5	8	1	9	45
Management Orientation	3	2	6	37	7	44	132
Managing Time	1	4	4	29	25	54	54
Sexual Harassment Policy Briefing	1	2	2	20	22	42	42
Sexual Harassment Policy Briefing	0.5	1	0.5	11	10	21	10.5
Staff Relations for Managers	2	1	2	10	3	13	26
Supervisory Skills	4	1	4	8	7	15	60
Communication Skills							
Conducting Meetings	1	1	1	7	6	13	13
Instructional Techniques	3	2	6	9	11	20	60
Intensive Speed Reading	2.5	4	10	30	20	50	125
Interpersonal Communications	2	3	6	19	16	35	70
Media Workshop	2	1	2	5	1	6	12
Public Contact Communications	2	1	2	12	12	24	48
Report Writing	3	2	6	16	7	23	69
Letter Writing	3	2	6	17	15	32	96

Course	Duration (Days)	No. of Offerings	No. of Training Days	No. of Participants M	F	Total	No. of Trainee Person-Days
Clerical/Secretarial							
Development Workshop for Support Staff	3	1	3	—	14	14	42
Introduction to the Electronic Office	2	3	6	2	71	73	146
Professional Development for Secretaries	3	3	9	—	32	32	96
Employee Health & Safety							
Emergency First Aid	1	3	3	43	21	64	64
Heart Saver	0.5	4	2	38	23	61	30.5
Other							
Computers in the Office	2	15	30	87	73	160	320
Evidence Giving	3	2	6	28	4	32	96
Pre-Retirement Planning	3	4	12	54	34	88	264
Department-Based Training							
Instructional Techniques	1.5	1	1.5	—	40	40	60
Interviewing	1	2	2	48	16	64	64
Introduction to Performance Appraisal	1	3	3	21	7	28	28
Introduction to Performance Appraisal	0.5	3	1.5	18	15	33	16.5
Principles of Management	8	1	8	10	2	12	96
Principles of Management (Introduction)	2	1	2	7	1	8	16
Organizational Development	1	2	2	32	—	32	32
Staff Relations for Managers	2	2	4	33	4	37	74
TOTAL	72.5	82	163.5	690	536	1,226	2,378.5

DISTRIBUTION OF PARTICIPANTS IN HUMAN RESOURCE DEVELOPMENT ACTIVITIES BY DEPARTMENT

Department or Agency	Educational Leaves	In-Service Training
Agriculture & Marketing	1	29
Attorney General		39
Consumer Affairs		8
Culture, Recreation & Fitness		9
Development		17
Education		102
Environment		38
Finance		37
Fisheries		7
Government Services		8
Health		
General	1	90
Nova Scotia Hospital	9	53
Victoria General Hospital	46	59
Nova Scotia Commission on Drug Dependency		16
Labour & Manpower		13
Lands & Forests		100
Mines & Energy		56
Municipal Affairs	1	78
Public Service		
Advisory Council on the Status of Women		2
Auditor General		19
Board of Public Utilities		2
Civil Service Commission		10
Correctional Services		1
Election Supply Centre		2
Executive Council Office		2
Government Caucus		1
Government Purchasing Agency		8
Housing		125
Management Board		5
N.S. Police Commission		1
Office of the Premier		1
Office of the Speaker		1
Ombudsman		4

DISTRIBUTION OF PARTICIPANTS IN HUMAN RESOURCE DEVELOPMENT ACTIVITIES BY DEPARTMENT (continued)

Department or Agency	Educational Leaves	In-Service Training
Policy Board		2
Protocol Office		1
Workers' Compensation Board		1
Social Services	1	28
Tourism		28
Transportation		174
Non-Civil Servants		
Camp Hill Hospital		5
Children's Aid Society of Halifax		5
City of Halifax		1
Council of Maritime Premiers		3
County of Halifax		6
Family Services Eastern Nova Scotia		2
Human Rights Commission		7
Industrial Estates		1
I.W.K. Hospital		1
Land Registration and Information Services		4
National Defence		5
Northwood Incorporated		2
N.S. Research Foundation		7
TOTAL	59	1,226

Co-operative Education Employment Program

Background

The Civil Service Commission's Co-operative Education Program was initiated in January, 1981, to assist Nova Scotia government departments and agencies to provide career-related work experience opportunities for students enrolled in a number of co-operative education programs recently established by Nova Scotia universities.

The unique feature of these programs is that students spend alternate semesters in the classroom and on the job, thereby acquiring both academic and practical training. By the time the students graduate, they have already accumulated considerable practical experience and are therefore of greater value to prospective employers.

The co-operative education model also creates linkages between the universities and business and industry, resulting in mutually beneficial impacts on personnel recruitment, information exchange on "state-of-the-art", and course content, which are more relevant to labour market needs.

Program Utilization

During 1984/85, a total of 26 co-op positions of four months duration were created in 18 Nova Scotia Government departments and agencies. The students employed represented five Nova Scotia universities: Mount Saint Vincent, Dalhousie, the Technical University of Nova Scotia, Acadia and Saint Mary's. The co-op students in greatest demand by Government departments were those enrolled in Computer Science, Business Administration and Public Relations.

Program Effectiveness

Evaluation studies indicate that the program is continuing to achieve its dual objective of providing benefits to the hiring departments, by providing skills that contribute to their operations, and to students, by providing career-related work experience and opportunities to apply academic knowledge.

DISTRIBUTION OF CO-OP STUDENT POSITIONS BY DEPARTMENT/AGENCY

Department/Agency	No.	%
Consumer Affairs	1	3.8
Culture, Recreation & Fitness	1	3.8
Development	1	3.8
Education	1	3.8
Environment	2	7.7

DISTRIBUTION OF CO-OP STUDENT POSITIONS BY DEPARTMENT/AGENCY (continued)

Department/Agency	No.	%
Finance	1	3.8
Government Services	2	7.7
Health	2	7.7
Housing	1	3.8
Labour & Manpower	1	3.8
Lands & Forests	2	7.7
Mines and Energy	2	7.7
Municipal Affairs	1	3.8
Nova Scotia Hospital	1	3.8
Nova Scotia Research Foundation	2	7.7
Social Services	1	3.8
Tourism	2	7.7
Victoria General Hospital	2	7.7
TOTAL	26	100.0

DISTRIBUTION OF CO-OP STUDENTS BY COURSE OF STUDY

Course of Study	No.	%
Business Administration	4	15.4
Chemistry	1	3.8
Computer Science	11	42.3
Metallurgical Engineering	2	7.7
Nutrition	1	3.8
Public Administration	2	7.7
Public Relations	4	15.4
Sociology	1	3.8
TOTAL	26	100.0

DISTRIBUTION OF CO-OP STUDENTS BY EDUCATIONAL INSTITUTION

Educational Institution	No.	%
Acadia	8	30.8
Dalhousie	6	23.1
Mount Saint Vincent	9	34.6
Saint Mary's	1	3.8
Technical University of Nova Scotia	2	7.7
TOTAL	26	100.0

DIVISION OF COMPENSATION

Management Compensation

An overall salary policy adjustment, effective April 1, 1984, was provided for employees classified under the Management Compensation Plan (MCP). This adjustment provided an across-the-board increase of 4% for this group of approximately 1,300 managers and non-bargaining professionals distributed throughout the various departments and agencies of government.

A modified performance pay program was approved for implementation on October 1, 1984. This plan allowed departments to provide employees with merit pay adjustments of up to 4% based on the employees' level of performance as measured by the performance appraisal system, in place since 1982. The cost of performance pay was also controlled by the restriction that the total cost of these adjustments could not exceed one percent (1%) of each department's MCP payroll.

All departments were indeed able to stay within the cost parameters, and the actual cost across government was 0.72%.

Maintenance of the internal equity, as provided through the job evaluation process for positions in the Management Compensation Plan, continues to be ensured by the ongoing utilization of committees of senior management people from all government departments. The Deputy Ministers' Maintenance Committee continues to oversee the evaluation of benchmark positions, as well as consider-

ing the impact of major organizational reviews. There are also three sub-committees that meet to consider positions not designated as benchmarks.

Overall this year, 15 new positions were established, 36 existing positions were upgraded, 2 positions were downgraded, 3 positions were deleted and 7 positions were reviewed with no resulting change in classification.

The Commission would again like to acknowledge the cooperation of the deputy ministers and departmental representatives who participate with us in this process that is so important to the ongoing maintenance of the system.

Position Evaluation — Bargaining Unit and Other Non-MCP Positions

The Division has been deeply involved in finalizing the overall review of the classification system in place for bargaining unit employees and the implementation of a classification appeal system.

This activity was agreed to during the negotiation process in 1983, and the new system, including the appeal mechanism, was to be in place by February, 1985. However, the Nova Scotia Government Employees Union and the Government agreed to extend the implementation date.

During the extension period the freeze on position reviews implemented in October, 1983, has generally been continued, with Management Board considering reclassifications of existing positions only if such changes were the result of a major reorganization within a department or division.

Even though our activity in this area of individiual reviews was somewhat reduced, the divisions acted on the following:

- 181 positions were established and classified to accommodate expanding government services and redefinition of functions

- 97 positions were deleted following the reorganization of the departmental establishment and reassignment of the duties and responsibilities of these positions to newly established or revised positions

- 691 persons were reclassified because of promotion to more responsible positions and/or as a result of the upgrading of their qualifications

- 916 Management Board requests for additional and replacement positions were processed and recommendations made by the division.

Benefits

The Division continues to monitor the level of benefits available to employees within the civil service to determine whether an acceptable relationship exists. This is particularly important when looking at the level of benefits and working conditions available to non-bargaining employees in comparison to the level of benefits enjoyed by the employees covered by the various collective agreements within the civil service.

Division staff have been actively involved both in the negotiations with the N.S.G.E.U. on a new Long-Term Disability Income Continuance Plan and with the development of a similar plan for our non-bargaining employees.

It is also envisaged that to provide a comprehensive plan of short-term and long-term ill health/disability benefits we will at the same time be modifying the existing sick leave benefits for both bargaining unit and non-bargaining employees.

Compensation Research

The Division of Compensation maintains an active program of compensation research to support the Civil Service Commission's collective bargaining, management compensation and classification functions. As the central compensation authority for the provincial government, we continue to be called on by a number of private and public organizations for information on salary levels and benefits available to civil servants. In addition, because of the size and diversity of the civil service and the expertise we employ in the area of

compensation, we are often requested to provide advice and assistance to other government and quasi-government institutions and agencies that are not part of the regular civil service.

Committees

The staff of the Division of Compensation participated in the following committees:

- the Joint Salary Committee of the Department of Health and the Nova Scotia Association of Health Organizations;
- the sub-committee charged with the responsibility of reviewing benefits;
- the Staff Advisory Committee;
- various collective bargaining committees;
- committees involved in the review of the proposed provincial takeover of correction facilities; and
- committees charged with the responsibility of evaluating and classifying all positions under the management compensation system.

Staff Training and Development

The staff of the Division of Compensation participated in various training programs, which offered skills enabling the staff to provide a wide range of services to various departments of government.

These courses varied in length and subject matter, and approval to participate in them is based on our desire to maximize the benefits of training within a limited training budget.

POSITIONS REVIEWED BY PAY PLAN
1984-1985

Pay Plans	Established	Higher	Lower	Delete	Title Change	No Change
CL	61			31	11	
AS	3			2		
DPP						
EDA	7					
EDB	21			7		
HSA				1		
HSB	5			3	3	
HSN	6			2	1	
LS						
MOS	4			6		
MS	1			1	1	
PA						
PR	41			27	12	
SA						
SE	3			2		
TE	29			15		
MCP	15	36	2	3	8	1
TOTAL	196	36	2	100	36	1

CIVIL SERVICE COMMISSION
SUMMARY OF PERIODIC PAY REVIEWS
FOR
NON-BARGAINING CLASSES

Employee Group	Effective Date	No. of Employees	Increase	Approximate Cost
Administrative Support (AS)	23/12/84	312	4% across the board	$ 305,918
Management Compensation Plan (MCP)	01/04/84	1,286	5% across the board	$2,407,308

CIVIL SERVICE COMMISSION
SUMMARY OF PERIODIC PAY REVIEWS
FOR
NON-BARGAINING CLASSES (continued)

Employee Group	Effective Date	No. of Employees	Increase	Approximate Cost
Medical Services (MS)	01/04/84	34	5% across the board	$ 111,043
Pathologist (PA)	01/04/84	16	5% across the board	$ 64,368
Laboratory Scientists (LS)	01/04/84	6	5% across the board	$ 17,308
Dental Services (DPP)	01/04/84	6	5% across the board	$ 14,565

CIVIL SERVICE COMMISSION
APPOINTMENTS & SEPARATIONS BY STATUS
April 1, 1984 — March 31, 1985

Status	Appointments	Separations
Temporary/Summer	35	35
Temporary	122	62
Term	54	49
Probationary/Permanent	731	702
TOTAL	942	848

REASONS FOR SEPARATIONS OF EMPLOYEES FROM THE CIVIL SERVICE DURING THE FISCAL YEAR

Reason	Permanent	Probationary	Term	Temporary	Summer	Total
Relocation	99	20	2	2	—	123
Marriage	5	—	—	—	—	5
Pregnancy	15	—	—	—	—	15
Continue Education	50	5	—	4	—	59
Travel	2	1	—	—	—	3

REASONS FOR SEPARATIONS OF EMPLOYEES FROM THE CIVIL SERVICE DURING THE FISCAL YEAR (continued)

Reason	Permanent	Probationary	Term	Temporary	Summer	Total
Self Employment	1	—	—	—	—	1
Working Environment	4	2	—	2	—	8
Conditions of Employment	5	1	—	—	—	6
Another Position	122	20	12	11	—	165
Left without Notice	1	—	—	—	—	1
Unsuited for Position	8	3	1	—	—	12
Illness	17	3	1	—	—	21
Over 65	50	4	3	—	—	57
Deceased	14	1	1	—	—	16
Elective Retirement	108	2	4	—	—	114
Project Completed	—	—	—	—	—	—
Summer Employment	—	—	—	—	35	35
Term Employment	—	—	20	—	—	20
Temporary Employment	—	—	—	34	—	34
Appointment Cancelled	—	—	—	1	—	1
Personal	121	24	6	—	—	151
Position Redundant	—	—	—	1	—	1
TOTAL	622	86	50	55	35	848

NUMBER OF CIVIL SERVICE EMPLOYEES AS OF MARCH 31, 1985

Department	Temporary	Term	Probationary Permanent	Division Total	Department Total
Agriculture & Marketing					
Field Services	—	—	255	255	—
Agricultural College	—	—	167	167	422
Attorney General	—	—	410	410	410
Consumer Affairs	—	—	88	88	88
Culture, Recreation & Fitness	—	—	58	58	58

NUMBER OF CIVIL SERVICE EMPLOYEES AS OF MARCH 31, 1985 (continued)

Department	Temporary	Term	Probationary Permanent	Division Total	Department Total
Development	—	1	156	157	157
Education					
General	—	28	250	278	—
N.S. Teachers College	—	—	87	87	—
N.S. Institute of Technology	—	20	114	134	—
N.S. Land Survey Institute	—	3	18	21	—
N.S. Nautical Institute	—	30	12	42	—
Adult Vocational Training Centers	—	100	73	173	—
N.S. Museum	—	12	70	82	817
Environment	—	4	122	126	126
Finance					
Head Office	—	1	109	110	—
Provincial Tax Commission	—	—	144	144	254
Fisheries	—	3	79	82	82
Government Services					
Finance & Administration	—	—	39	39	—
Systems & Computer Services	—	—	160	160	—
Information Services	—	—	52	52	—
Construction & Accommodation Services	—	—	68	68	—
Policy Planning	—	—	4	4	—
Executive Director	—	—	1	1	324

NUMBER OF CIVIL SERVICE EMPLOYEES AS OF MARCH 31, 1985 (continued)

Department	Temporary	Term	Probationary Permanent	Division Total	Department Total
Health					
General	—	4	533	537	—
Victoria General Hospital	60	6	2,483	2,549	—
Nova Scotia Hospital	—	1	718	719	—
N.S.C.O.D.D.	—	—	167	167	3,972
Housing	—	38	112	150	150
Labour & Manpower	—	1	125	126	126
Lands & Forests	—	47	550	597	597
Mines & Energy	—	15	119	134	134
Municipal Affairs	—	19	242	261	261
Public Service					
Legislative Expenses	—	—	1	1	—
Executive Council Office Administration	—	—	7	7	—
Civil Service Commission	—	—	59	59	—
Salvage Yards Licensing Act	—	—	9	9	—
Gasoline Licensing Act	—	—	8	8	—
Management Board	—	—	17	17	—
Ministers' Salaries & Expenses	—	—	2	2	—
Office of the Premier	—	—	4	4	—
Emergency Measures	—	—	9	9	—
Government House Administration	—	—	6	6	—
Election	—	—	2	2	—
Protocol Office	—	—	4	4	—

NUMBER OF CIVIL SERVICE EMPLOYEES AS OF MARCH 31, 1985 (continued)

Department	Temporary	Term	Probationary Permanent	Division Total	Department Total
Auditor General	—	8	21	29	—
Education Fund for Black Students	—	—	1	1	—
Purchasing Agency	—	—	23	23	—
Human Rights Commission	—	—	20	20	—
N.S. Horse Racing Commission	—	—	1	1	—
Ombudsman's Office	—	—	3	3	—
N.S. Lottery Commission	—	—	4	4	—
N.S. Police Commission	—	—	5	5	—
Motor Carrier Act Administration	—	—	30	30	—
Expropriation Compensation Board	—	—	1	1	—
Legislative Council	—	—	5	5	—
Office of the Speaker	—	—	15	15	—
Advisory Council Status of Women	—	2	3	5	—
Policy Board	—	—	9	9	—
Municipal Board	—	—	3	3	—
Workers' Compensation Appeal Board	—	—	3	3	285
Social Services	—	1	830	831	831
Tourism	—	—	72	72	72
Transportation	—	21	939	960	960
TOTAL	60	365	9,701	10,126	10,126

INCREASE IN CIVIL SERVICE FROM 1961/62 TO 1984/85

Fiscal Year	Appointments	Separations	No. of Civil Servants as of March 31	Increase/ Decrease over Previous Year	Percent of Increase/ Decrease
1961-1962	1,246	1,102	4,373	—	—
1962-1963	852	982	4,243	-130	- 2.9
1963-1964	1,142	946	4,439	+ 196	4.6
1964-1965	1,237	1,007	4,669	+ 230	5.2
1965-1966	1,647	1,218	5,098	+ 429	9.2
1966-1967	1,684	1,038	5,744	+646	12.7
1967-1968	1,978	1,326	6,396	+652	11.4
1968-1969	1,811	1,359	6,848	+452	7.1
1969-1970	1,889	1,422	7,315	+467	6.8
1970-1971	1,620	1,351	7,584	+269	3.7
1971-1972	1,406	1,277	7,713	+129	1.7
1972-1973	1,609	1,395	7,927	+214	2.8
1973-1974	2,060	1,589	8,400	+473	6.0
1974-1975	2,243	1,833	8,808	+408	4.9
1975-1976	2,756	2,447	9,106	+298	3.4
1976-1977	1,799	1,818	9,087	- 19	- 0.2
1977-1978	1,888	1,840	9,135	+ 58	0.6
1978-1979	1,872	1,586	9,421	+286	3.1
1979-1980	1,589	1,506	9,504	+ 83	0.9
1980-1981	1,492	1,470	9,526	+ 26	0.3
1981-1982	1,729	1,492	9,763	+237	2.4
1982-1983	763	879	9,648	-115	- 1.2
1983-1984	1,147	763	10,032	+384*	3.9
1984-1985	942	848	10,126	+ 94*	0.9

* During the year 1983-84, 359 casual employees were converted to civil servants pursuant to an agreement between the government and the N.S.G.E.U. During the year 1984-85, 40 casual employees were converted to civil servants pursuant to an agreement between the government and the N.S.G.E.U.

STAFF RELATIONS DIVISION

The Staff Relations Division provides a full range of labour relations services to the Government. For collective bargaining purposes, the Civil Service Commission is the employer, and the Staff Relations Division is responsible for negotiating collective agreements with the Union representing approximately 8,300 civil service bargaining unit employees. The Division is also directly involved in the negotiation of a collective agreement with the 11,000-member Nova Scotia Teachers Union, in which the Minister of Education is the employer. In addition to these major rounds of collective bargaining, the Division negotiates with the union representing hourly paid employees in the Department of Transportation and indirectly is involved in the collective bargaining process that determines terms and conditions of employment for approximately 9,000 unionized hospital employees in the province. Concurrent with the collective bargaining function, the Staff Relations Division provides a comprehensive advisory and consultative service to all departments and agencies of the Government with regard to labour relations matters. This aspect of the labour relations service includes interpretation of collective agreements, grievance and adjudication administration, discipline and discharge issues, joint labour management consultation and management labour relations training.

COLLECTIVE BARGAINING

Civil Service

Negotiations were concluded for the nine civil service collective agreements, which had begun in the previous fiscal year. Negotiations are conducted under the terms of the Civil Service Collective Bargaining Act, which recognizes the Nova Scotia Government Employees Union as the sole bargaining agent for civil service employees.

All but one of the renewed two-year collective agreements gave the employees represented an increase of 5% in the first year and 4% in the second year. In addition, a major improvement in layoff procedure was included in all of the agreements. This latter issue was pressed vigorously by the Union in light of the high unemployment rate existing at the time of negotiations.

The one exception to the standard settlement for civil service collective bargaining agreements was the one being negotiated for the HSB bargaining unit. This bargaining unit comprises mainly medical technologists. The Union's thrust in this round of bargaining was to negotiate rates of pay for technologists that would equal those for nurses. Negotiations have reached an impasse, and the matter of rates of pay has been referred to an arbitration board, which is the dispute resolution process contained in the Civil Service Collective Bargaining Act.

The long and difficult negotiations concerning the introduction of a long-term disability plan for civil service employees continues. While issues surrounding the integration of existing sick leave benefits with those normally associated with a long-term disability plan are near resolution, the Civil Service Commission, representing the employer, and the Union are still considerably far apart on the method of funding the plan, which is based on the principle of self-insurance.

Negotiations with the Union resulted in a 3.1% upward revision in the mileage rate paid to civil service employees who use their privately owned automobile for government business. These negotiations are conducted separately from the bargaining unit negotiations because the rate of reimbursement is uniform across the service.

Transportation Workers' Bargaining

Hourly rated employees of the Department of Transportation have been granted voluntary recognition by the Government through an order of the Governor-in-Council. Negotiations that were begun and concluded during the year resulted in the same 5% and 4% settlement as was concluded for the civil service. As with the civil service, the most pressing issue for the Union, in this case the Canadian Union of Public Employees, was job security. Some minor changes in the seniority clause were made in this collective agreement.

Public Archives Bargaining

The Nova Scotia Government Employees Union was certified under the Trade Union Act to represent employees of the Public Archives. The Board of Directors of the Public Archives requested that this Division negotiate with the Union on its behalf. Negotiations, which

began in the fall of 1984, are still on-going and are marred by the usual misunderstandings and frustrations that accompany most first attempts at a collective agreement.

Teachers' Bargaining

Monetary issues were the greatest obstacle to overcome in negotiations with the Teachers Union on behalf of the Minister of Education. Unlike previous rounds of negotiations with this Union, a collective agreement was not concluded until students had returned to the classroom. The collective agreement, signed in October, 1984, provided salary increases of 3% on August 1, 1984, 3% February 1, 1985 and 4% on August 1, 1985 in a two-year agreement.

Grievances and Adjudication

Numerous grievances filed by the Union and/or Union members were resolved at one of the three stages of the grievance procedure. As part of the service offered to departments by staff of the Division, managers are advised whether a grievance can be resolved without compromising the integrity of the collective agreement or management's right to manage the workplace. During the year, 32 grievances were lodged but only six of them required the services of an adjudicator.

Of the six grievances that required the services of an adjudicator, two were challenges involving seniority in a job posting, two were claims by employees claiming extra pay for work of a higher classification, one was a reclassification dispute and one was a demand for paid leave because of an alleged "burn-out".

Labour Relations Education

One of the more pressing needs of managers in the civil service is to enhance their labour relations knowledge. In some cases we have found that knowledge to be virtually non-existent. To assist managers, the Staff Relations Division has devised a comprehensive two-day educational program dealing with such topics as collective agreement interpretation, how to use discipline as a positive management tool, how to respond to grievances and how to prepare for an adjudication hearing. The course has been very well received and continues to play an important part in the Division's labour relations service to the Government.

OFFICE SERVICES SECTION

The Office Services Section is the internal personnel administration arm of the Civil Service Commission. Essentially it is responsible for the control of budgets and appropriations and for the efficient and economical utilization of space and equipment in consultation with the directors of the various divisions. In addition, it offers specific services to all departments, boards, commissions and agencies of the provincial government. This includes providing information on government policies, on the proper completion of Civil Service Commission forms, and on procedures to be followed to implement various transactions: appointments, separations, reclassifications, changes of status, transfers, leaves, negotiated increases, periodic pay reviews, changes of job title, extensions, increments, suspensions, changes of account number and position numbers. This ongoing service, which requires constant daily telephone contact with all departments of government, is illustrated by the following table:

Number of transactions by month for the fiscal year 1984-85

April	2,261	October	2,427
May	2,237	November	1,538
June	2,057	December	1,795
July	1,981	January	2,190
August	1,857	February	1,963
September	2,214	March	2,125

TOTAL — 24,645

Approximately 80% of these transactions required that employees be notified by letter.

The Computer-Based Personnel Administration and Information System, which contains the records of all civil servants, continues to be upgraded by the use of Service Requests from the Civil Service Commission set on a priority basis. As a result of Service Requests, programs have been streamlined, old programs deleted and new programs introduced. The system is maintained for the implementation of increments, periodic pay reviews and collective agreement increases. Also, numerous other employee statistics are supplied on either a regular or request basis, as required by the various divisions of the Civil Service Commission as well as other government departments. The 1,191 injuries sustained by civil servants and order-in-council appointees while on duty were processed

through the section to the Workers' Compensation Board, showing an increase of 724 injuries over the previous fiscal year.

Two annual Long Service Award Presentation ceremonies were held at Government House on November 15 and 29, 1984, respectively. Eighty-two public servants who represented 20 government departments who had completed 25 years of service with the Province of Nova Scotia were presented with citations and awards by His Honour, Lieutenant-Governor Alan Abraham, assisted by Mr. George Hall, Executive Director of the Civil Service Commission.

RECIPIENTS OF LONG SERVICE AWARD BY DEPARTMENT

Agriculture & Marketing
Vernon R. Murray
Virginia M. Moses
Donald E. MacLean

Attorney General
Robert L. Smith
Jacquelyn H. Haley
His Honour Judge Charles W. Archibald

Civil Service Commission
Robin A. Falconer

Culture, Recreation & Fitness
Mary Bain
Allison Bishop

Development
Audrey P. Rand

Education
Leo T. Awalt
Norman R. Dodgson
Catherine A. Bowman
Shirley G. Beckman
Captain E. John Samson

Finance
Gordon A. Sturdy
Deanna M. Archibald
Eileen P. Cashin
Lovell W. Wight

Fisheries
Eldon A. MacIntosh
Michael Myketyn

Government House
Ethel M. Garnier

Health
Jerome Power
Dr. Stuart D. Dunn
M. Genevieve Gillis
Helen A. MacKeigan
Veronica J. Wirt
Katherine T. Williams

Labour & Manpower
Stanley E. Farris

Lands & Forests
Donald E. MacPherson
Robert E. Gates
Martin D. Butler
Arthur R. Sweeney
Barbara E. Lewis
Robert Steadman
Donald M. Freeman
Alfred J. Sullivan
Neil E. Wilcox

Management Board
Byron D. Anthony

Mines & Energy
Roy Slater

Nova Scotia Hospital
Ivan Sheppard
Melvin Rowe
Brenda M. Fortune
Ronald J. Hilchie
Kenneth C. Lynch
Paul E. Romkey
Paul N. LeFort
Margaret Casavechia
Genevieve Mann
Isabell L. Conrad
Mary A. Canning

Public Utilities Board
Norma P. MacDonald

Social Services
Carole J. Fraser
James A. MacIsaac
Harold A. Carter
Rita MacNeil
Earle L. Keating

Transportation
Loretta I. Aucoin
Leroy V. Rankin
Emory C. Cann
Douglas E. Fraser
Douglas N. Jenkins
Winston R. Kirk
Fred Chu Sen Lee
Roger J. MacDonald
Lewis W. Raniere
John H. Walsh
Melvin W. Wilson
John J. Wood

Victoria General Hospital
Grace L. Burke
Gisela Baumgartner
Charles A. Bostick
Angelo Toso
Gloria J. Borden
Elizabeth M. Fraser
S.C. Gertrude MacInnis
Donzella A. Bruneau
Liselotte Leidenheimer
William P. Pothier
E. Marilyn Latter
George L. Digout

Workers' Compensation Appeal Board
Marilyn M. Brown